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CHECK LIST
FOR
STAFF OFFICERS' FIELD
MANUAL



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CHECK LIST FOR STAFF OFFICERS' FIELD MANUAL

SECTION I DIVISIONS

1. GENERAL.

a. How, in general, is information disseminated throughout the Command Group so that all Staff Sections know what the others are doing and planning?

b. Is the Command Group properly organized for work to be transacted without confusion and delay?

c. Does the General Staff understand that it is the co-ordinating agency and the special staff is the operating agency in the Command Group?

2. COMMANDING GENERAL.

a. Is he utilizing his staff to the best advantage?

b. Does he require them to plan ahead to meet expected situations?

c. Does he personally supervise the execution of orders by subordinates? Or, does he accomplish this through staff officers?

d. Does he look and plan ahead?

e. Is the Staff utilized as a team?

f. Does he take them into his full confidence?

g. Is he thoroughly familiar with the situation immediately confronting him?

h. Does he keep his mind clear of minor details and reserve his energy for major decisions, or is he attempting to run the details of the organization personally?

i. Does he issue instructions to assistant chiefs of staff in person, or through the chief of staff?

j. Does he make all basic decisions?

k. Is his staff so organized that it can function during his temporary absence?

3. CHIEF OF STAFF.

a. Does he keep the Commanding General informed of all important events?

b. What measures are taken by him to coordinate the work of all General Staff divisions?

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- c. Does he hold conferences to check and supervise all activities of the General Staff divisions?
 - d. What steps does he take to insure that higher headquarters is kept informed of plans, results of operations, strength, losses, etc.?
 - e. Is he fully informed of the status of all staff actions?
 - f. Does he make necessary decisions supplementary to the basic decision without reference to the Commanding General?
 - g. Does he unduly obstruct his assistants by detailed instructions, or by detailed inquiry into the minutiae of their plans and operations?
 - h. Does he organize his time and subordinates so that he can maintain his mind and body in proper physical condition for clear thinking, and action?
 - i. Is he habitually at the command post during the absence of the Commanding General?
 - j. Does he check to see that staff visits are made in the manner prescribed in Staff Officers' Field Manual?
 - k. Has he the means of quickly preparing an estimate of the situation when called for by the Commander?
 - l. What measures are taken to see that subordinate commanders have sufficient time to prepare their plans after receipt of commander's plans?
4. G-1.
- a. Does he keep a situation map?
 - b. Are the installations properly located thereon?
 - c. What replacement system is in vogue?
 - d. How does it operate?
 - e. What is the status of the division in regard to replacements?
 - f. Do organizations receive replacements when and where needed?
 - g. Does G-1 keep a chart of replacements up to date?
 - h. What are the instructions relative to previous service men?
 - i. What arrangements for refitting men after treatment in hospital?
 - j. How do they again reach the front?

- k. Does he understand his duty in regard to administration of civil government in occupied territory?
- l. What steps are being taken in the matter of promotions, rewards, and decorations?
- m. What are the arrangements for handling prisoners of war in connection with the Provost Marshal?
- n. Where are prisoners of war installations located?
- o. What arrangements have been made with G-2 for interrogation of prisoners of war?
- p. What periodic reports are required of losses in personnel in subordinate units?
- q. What means are employed to assure the administration of discipline in a uniform manner within the regiments?
- r. What measures are taken to stimulate morale?
- s. How are refugees handled?
- t. What instructions have been given in regard to the welfare agencies?
- u. Does situation map show location of welfare activities?
- v. Is the journal being kept properly and up to date?

5. G-2.

- a. Does G-2 keep an enemy situation map?
- b. Is it correct and workable?
- c. Is he prepared to make an estimate of the enemy capabilities at all times for the use of the Commander in making his decisions?
- d. What reconnaissances (air and ground) are being asked for?
- e. Is the information received being promptly evaluated and furnished to the Commanding General, Chief of Staff, and interested divisions of the General Staff?
- f. How often and when are G-2 reports submitted by subordinate units?
- g. Are frequent summaries submitted to higher headquarters?
- h. Does G-2 understand that information to be of value must be sent down to subordinate units as well as up to higher units?
- i. Is this being done?
- j. Does the air officer work constantly with G-2?
- k. Have any codes and ciphers been prescribed?

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- l. What instructions have been issued relative censorship, propaganda, and press relations?
 - m. What arrangements are made for timely preparation and distribution of enemy situation maps to subordinate and higher units?
 - n. How long will it take to prepare and issue the enemy situation map at this particular time?
 - o. What counter-espionage measures are taken?
 - p. What measures are taken to prevent civilian population from communicating with the enemy?
 - q. Is the journal being kept up to date properly?
- 6. G-3.
 - a. Is the situation map being kept properly and up to date?
 - b. Is there an order-of-battle map or chart posted up to date?
 - c. Is the situation map correct as to the disposition of our own troops?
 - d. Are the records of major events kept up to date sufficiently to enable G-3 to prepare a prompt narrative report of operations at any time it may be required by the Commanding General?
 - e. Is he thoroughly familiar with the situation on his own division front in regard to our troops and those of the adjacent divisions?
 - f. Is he familiar with the location, condition and morale of all reserves, artillery, aviation, communication and supplies?
 - g. Is he thoroughly familiar with the enemy situation on the Corps front and on his immediate front?
 - h. What measures are being taken for security, reconnaissance, and observation? Liaison?
 - i. Is his office properly organized to permit proper functioning, or is he so engrossed in the minutiae of details that he has lost his perspective?
 - j. What future operations are being planned?
 - k. Are alternate plans being made to meet possible future contingencies?
 - l. Are operations requirements being properly coordinated with supply requirements?

- m. Are needs of additional troops that may be required foreseen and provided for?
- n. Has he indicated priorities in his assignments for all troop movements. Have they been coordinated with G-4?
 - o. Do they interfere with proper supply?
 - p. What arrangements for personal reconnaissance?
 - q. Are the frontages commensurate with the number of troops engaged?
 - r. Is G-3 supervising and verifying the execution of orders?
 - s. What means of communication are available at this time?
 - t. Is intimate contact maintained between G-3 and the other Staff Sections?
 - u. Have all essential matters been covered in the plan of Signal Communication?
 - v. Does the detailed plan of action indicate HOW, WHEN and WHERE each particular mission will be executed?
 - w. Do the orders show (in defense) outpost MLR, BRL, RRL, Boundaries, Reserves, Scheme of Defense; (in attack) Zones of Action, Line of Departure, Boundaries, Time of Attack, Scheme of maneuver?
 - x. Is the G-3 journal properly kept and up to date?
 - y. How long would it take to prepare an overlay of the situation of our troops on this front?
 - z. Do the plans embody the proper employment and cooperation of all tactical units?
 - aa. Is proper contact being maintained with adjacent and higher units?
 - bb. Is the diary being properly kept?
 - cc. Does G-3 know the difference between an operation and situation map?
 - dd. Are operations maps being utilized as annexes to division orders?
 - ee. Has he a chart showing schemes of defensive fires of machine guns and weapons of the cannon companies of the division?
- 7. G-4.
 - a. What is the plan of supply in the case of interruption in the present system?

- b. Has G-4 any alternate plan?
- c. What plans are being made for change in the supply system as the tactical system changes?
- d. Have railheads and refilling points been designated?
- e. Are any special provisions necessary for water supply?
- f. Are there any unusual features in the supply system?
- g. Does G-4 keep the special staff informed of the tactical situation?
- h. Is the transportation available for the present or projected operations sufficient?
 - i. In case of an acute shortage in the transportation, are plans prepared for pooling transportation?
 - j. Are truck and rail troop movements feasible from the viewpoint of availability of means?
 - k. Are they interfering with proper supply?
 - l. Has G-4 estimated the time required for the movements ordered?
 - m. What is the tonnage of supplies being moved or ordered?
 - n. Are facilities sufficient at railheads to accommodate trains?
 - o. Is material available and measures being taken to provide for repair and maintenance of roads and railroads?
 - p. Are ammunition expenditure reports required from subordinate units. If so, when?
 - q. Are they closely scrutinized to prevent any shortage?
 - r. Where there is a shortage of any commodity, what steps are being taken to conserve the supply?
 - s. How are replacements made?
 - t. Are evacuation and hospital facilities adequate?
 - u. Is the G-4 journal properly kept and up to date?
 - v. Does he keep a map showing supply installations?
 - w. What maps, if any, are furnished lower echelons?
 - x. Are reports required from combat units on captured material?
 - y. Does G-4 render any such reports to higher headquarters?
 - z. What has been ordered with regard to burial and salvage?

aa. How does G-4 keep in touch with the status of supply in the hands of troops?

bb. What reports are required from subordinate units relative thereto, and when are they made?

cc. Does G-4 work in close liaison with other members of the staff?

dd. In preparing plans, do G-2 and G-3 keep in close liaison with each other as to the feasibility of the plan from the supply standpoint?

ee. Are labor troops being utilized to the best advantage of all concerned?

ff. Is he in close touch with construction of all kinds, including maintenance of roads and bridges?

gg. Is his circulation map, if one be necessary, properly prepared and distributed?

hh. Is he coordinating the transportation available in the division to the best advantage?

ii. Is he thoroughly familiar with the preparation of administrative plans and orders?

jj. What check is being made on the handling of funds?

kk. Does G-4 operate, or does he supervise and coordinate?

SPECIAL STAFF

8. ADJUTANT.

Station lists; report on captured material; report on prisoners of war; data on replacements; promotion and decorations; classification of personnel; leaves and furloughs; casualties report; returns; strength reports; personnel supply; postal service; where is mail distributed and how?

9. INSPECTOR.

What functions has he? Inspections other than tactical? Investigations?

10. JUDGE ADVOCATE.

Claims; courts-martial; administration of civilians.

11. CHAPLAIN.

a. Has he visited the division hospital?

b. Is he superintending subordinate chaplains with regard to burials? Last rites? Correspondence with families of the deceased and disabled soldiers?

c. What is he doing for the special welfare of the troops?

d. What are his relations with G-1 in connection with Red Cross and other welfare activities?

12. HEADQUARTERS, COMMANDANT AND PROVOST MARSHAL
(C.O. SPECIAL TROOPS).

a. What disposition has been made of military police?

b. What is the scheme of traffic control?

c. What is the scheme for internal administration of DHQ? including orderlies, mounts, days for work, messages, guards, officers' messes, casualties, headquarters property and transportation?

13. TANK COMMANDER.

a. Where is his tank company bivouacked? What is the scheme of employment of his tanks at this time?

b. Do his orders contemplate rallying points in the advance?

c. How many tanks are employed?

d. How many in reserve?

e. How many tanks are serviceable?

f. What arrangements are in force for maintenance?

14. CHIEF OF ARTILLERY AND HIS STAFF.

a. What is the scheme of organization of his office?

b. Has he a situation map?

c. What means for issuing orders?

d. What means for producing overlays?

e. Is the maximum use made of overlays to show information graphically rather than in bulky field orders?

f. Is he in close liaison with G-3?

g. Are his subordinates in the S-3 section keeping close touch with the front held by the Infantry?

h. Has he a list showing current missions for all batteries of the Brigade?

i. Does his map show the position of each regiment, battalion and battery?

j. Has he a chart showing the possibilities of fire of the guns of his brigade?

k. Are there any sections of the division front that he is unable to reach with the guns of his brigade?

l. Can he fire into zones of action of adjacent divisions? If so, how far? Laterally and in depth?

m. What defensive fires has he prepared for the protection of the front-line Infantry? Are these indicated on a map?

n. Is there an established system for calling down defensive concentrations? If so, what are they?

o. Is the Artillery coordinated with machine gun and howitzer fire of the Infantry?

p. Is the Artillery information service report being properly kept?

q. Is any use being made of Corps balloons and aviation for the adjustment of fire?

r. Locations and routes of approach to batteries for battalion combat trains.

s. How much ammunition is at the guns? In the battalion combat trains and the Artillery Brigade ammunition trains?

t. Where is the artillery ammunition distributing point?

u. Are field trains spotted on the S-4 map?

v. How many days rations and forage are within the artillery brigade at this time?

w. When and where do the artillery regiments draw Class I supplies?

x. Have any map studies been made with regard to forward and rearward displacements?

y. Has S-3 a chart showing artillery support furnished by the Corps Artillery on this division front?

z. What orders for alternative positions, C.P.'s, O.P.'s, bivouacs, gas and camouflage? What orders covering Plan of Ammunition Supply, kinds and amounts of ammunition, fuzes, etc., in each echelon?

15. CHEMICAL WARFARE OFFICER.

a. Is he familiar with the location of the Chemical Warfare supply depots?

b. The means of distributing and maintaining gas, offensive and defensive supplies and equipment?

c. Is he familiar with the different types of gas, persistent and non-persistent; screening smokes?

d. Is he working in close liaison with G-3 section?

e. Is there a Chemical Warfare annex to the division order?

f. What areas on the front of the division are being gassed?

g. What troops and weapons are being used for this purpose?

h. How much chemical ammunition and what kind are available, and where?

16. AIR OFFICER.

a. What calls have been made on the Corps for Air Corps assistance?

b. Have command planes been called for and utilized?

c. Is there a Division landing field for use of Corps planes? If so, where?

d. Where is the Division dropping ground?

e. What measures would the Air Officer take to have the front line marked by infantry and observed by airplanes?

f. Are there any orders covering this?

g. Is the Air Officer in close touch with G-3 and Chief of Artillery?

17. SIGNAL OFFICER.

a. Has he a line route map? Circuit diagram?

b. Is the message center functioning properly?

c. Are the telephone lines being used to send routine reports?

d. How long does it take a message to get through the message center, in and out?

e. How is the Division Signal Company disposed?

f. Where are Signal supplies for the Division obtained?

g. Where do subordinate units get their Signal supplies?

18. ENGINEER OFFICER.

a. What supplies are distributed to subordinate units?

b. Where are Engineer supplies obtained for the Division?

c. What arrangements for the preparation of maps?

d. How is the Combat Engineer Regiment being employed?

e. Is there a scheme for the organization of ground?
Location of limiting points?

f. Is he making a study of the ground with a view to possible future requirements for an advance? For retirement?

g. What Engineer supplies, if any, are available for this division at the Corps dump or distributing points?

h. Is he familiar with the water supply, electric light and power available in this division area?

i. What intrenching equipment is available for distribution of the Infantry?

j. What disposition is made of the attached separate battalion?

k. Has a reconnaissance been made of the division area? Does it cover roads, bridges, defensive position, location of gravel pits and other Engineer material?

l. Has a plan of road circulation been recommended to G-4?

19. SURGEON.

a. Where are the collecting stations?

b. Are they spotted on the map? Hospital stations?

c. How are animals evacuated?

d. Is the hospital station properly located with regard to distance from the front line, shelter, water, routes of approach?

e. Are collecting stations properly located with regard to line of drift, shelter, water, ambulance routes?

f. Are the facilities of the division medical regiment sufficient to care for expected casualties?

g. If not, has request been made through G-4 on the Corps for additional facilities?

h. Are empty trucks returning from the front being utilized in cooperation with G-4 and other activities for the evacuation of the wounded and gassed cases?

i. What orders have been issued for protection of the command against infected water (boiling and chlorination)?

j. Where does the division obtain its medical supplies?

k. How are subordinate units supplied?

l. What sanitary inspections are required?

m. Does he know how to obtain medical replacements?

n. Are the Army and Corps Surgeons informed promptly of any change in the CP of the Medical Regiment?

o. What provisions are made for daily reports of casualties, especially reports covering cases to be evacuated from division hospitals?

20. ORDNANCE OFFICER.

a. Has he selected, and recommended to G-4, the desired sites for small-arms ammunition distributing points?

b. Has he arranged with the division quartermaster for motor (or animal) transport for stocking these distributing points and labor for operating them?

c. Has he, through G-4, arranged for the proper submission of small-arms ammunition expenditure reports?

d. In the case of a division operating independently, has he, after consultation with the artillery commander, made arrangements for the delivery of both small arms and artillery ammunition at a refilling point?

e. Has he selected, and recommended to G-4, a site for the Ordnance Company (maintenance)? Is this train released or still under division control?

f. Has he made plans for carrying maintenance service to the troops by means of detachments of the Ordnance Company (maintenance) sent forward to the vicinity of ammunition distributing points or other convenient locations?

g. Has he arranged for small-arms ammunition supply and maintenance service to attached units?

h. Is he familiar with the tactical plan of operations? Do his plans provide for possible changes in this plan and for interruptions in the normal chain of supply?

21. QUARTERMASTER.

a. What is the general tactical plan for the operations contemplated?

b. Where is the rear echelon of division headquarters?

c. Where is the railhead; when does it open, and at what time does the daily train arrive?

d. Is there a railhead reserve of Class I supplies?

e. What is the status of Class I supply within the division? Has the daily telegram been sent?

f. What kind of ration is to be distributed to the troops, where is it obtained, when, where and how is it to be delivered to units, and is hay included? Is gasoline and oil

obtained at railhead for Class I supplies or at a corps or army Gasoline and Oil Railhead?

g. What attachment is made of units for Class I supply?

h. Where is the refilling point for Quartermaster Class II, III and IV supplies?

i. How do organizations receive their requirement of Quartermaster Class II, III and IV supplies?

j. What provision has been made for 3d echelon motor maintenance?

k. How and where do units secure animal replacements?

l. Has a Headquarters Garage been established, where, and by what unit?

m. What provisions have been made for quartering, and for the settlement of claims?

n. What provision has been made for handling salvage?

o. Has a cemetery been located?

p. Who is handling the collection of the dead, and burial?

q. Did the quartermaster recommend to G-4, locations for field train bivouacs? Where are they located?

r. Where are the headquarters of the Quartermaster Regiment and bivouacs of all quartermaster units?

s. Is the quartermaster regiment under division control or released?

t. Where is the main supply road?

u. Are there any traffic restrictions in the area?

v. Where is the ammunition refilling point and ammunition distributing points?

w. What quartermaster motor transportation is being used, or will be required for tactical purposes?

x. What is the plan for the employment of the organic and attached quartermaster units?

y. Does the quartermaster cooperate with other Special Staff Officers to effect coordination of the plans of the several services?

z. Has the quartermaster alternate plans for the operation of his service in case of interruption of the present plan, or changes in the tactical situation?

22. FINANCE OFFICER.

- a. Does he understand his functions in the payment of troops?
 - b. How are the troops paid, and when?
 - c. What other disbursement does he make?
 - d. Is he familiar with the auditing of property accounts?
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SECTION II**BRIGADES—*Infantry*****1. GENERAL.**

a. Is the headquarters properly organized for work to be transacted without confusion or delay?

b. Does the staff understand its functions and relation to the division subordinate units?

2. BRIGADE COMMANDER.

a. Is he utilizing his staff to the best advantage?

b. Does he require the staff to plan ahead to meet expected situations?

c. Does he make all major decisions?

d. Does he keep his executive informed of his intentions so that the latter can intelligently direct the work of the staff?

e. Is the staff utilized as a team?

f. Is he thoroughly familiar with the situation on his immediate front and on the adjacent fronts?

g. Does he make any personal reconnaissance?

h. Has he visited front-line units?

i. Does he hold any conferences with regimental commanders?

j. Does he attempt to handle all details, or does he utilize his staff for all routine matters and reserve his energy for major decisions?

3. EXECUTIVE.

a. Does he keep the Brigade Commander informed of all important events?

b. What measures does he take to coordinate the work of all staff sections?

c. Does he keep higher and lower units thoroughly informed of plans?

d. Is he fully informed of the action taken by all staff sections?

e. Does he organize his time and that of his subordinates so that he can maintain his body and mind in proper condition for clear thinking and action?

f. Does he make any personal reconnaissance?

g. Is he familiar with troop dispositions on his own front and that of adjacent units?

h. What measures is he taking to maintain liaison with subordinate, higher, and adjacent units?

i. Has he arranged to be present at the command post when the brigade commander is absent?

4. S-1, S-2, S-3, S-4, AND COMMUNICATIONS OFFICER.*

a. Is a combined situation map being kept, showing our own and the enemy situation?

b. Is a journal of operations being properly kept? A diary?

c. Is there a scheme of defensive fires? If so, is it coordinated with the artillery supporting the brigade and with adjacent units?

d. Does the situation map show location of zones of action, boundaries, line of departure, command posts, intelligence observation points, axes of signal communication, aid stations, location of combat trains, munitions distributing points, field trains, (and in case of defense) organization of the ground and security measures; (in case of attack) scheme of maneuver; (in case of defense) scheme of defense?

e. Are the frontages held commensurate with the number of troops disposed thereon?

f. What arrangements have been made for communication with subordinate units?

SECTION III

REGIMENTS—*Infantry*

1. GENERAL.

a. Is the command post properly organized to function without confusion or delay?

*Where more than one officer is assigned to these duties, the questions included under G-1, G-2, G-3, and G-4 of the Division (pages 2-7, 10) will be used in so far as they apply to a unit of this size

b. Is it properly located with regard to position of front line, as to distance, cover, communicating roads or trails?

2. REGIMENTAL COMMANDER.

a. Is the staff organized as a team?

b. Is he thoroughly familiar with his own troop dispositions and the enemy situation on his front?

c. What personal reconnaissance does he make?

d. Is he in close touch with his battalion commanders and brigade commander?

e. What liaison has he with supporting artillery?

f. Does he make all major decisions?

g. Does he utilize his staff to the best advantage, or attempt to run all details himself?

h. Is he utilizing all the resources at his command (troops, supporting artillery, adjacent units, communication, liaison) to carry out his assigned mission?

3. EXECUTIVE.

a. Is he thoroughly familiar with all the plans of the regimental commander?

b. Is he prepared to take over the command of the regiment upon short notice?

c. Does he remain at the rear echelon, or is he dividing his time between the rear echelon and front-line units?

d. Does he make any personal reconnaissance?

4. S-1, S-2, S-3, S-4, AND COMMUNICATIONS OFFICER.*

a. Is a combined situation map being maintained; journal of operations; diary?

b. What reports are being made to higher headquarters?

c. Does the staff understand the necessity, purpose, and routing of these reports?

d. Are troops properly disposed as to frontages, depth and location, to carry out the assigned mission?

e. Does the situation may show outposts, main line of resistance, support line, battalion reserve line, regimental reserve line, defensive fires (including those of artillery)? Are they coordinated within the regiment, with the artillery supporting the regiment, and with adjacent units?

*Where more than one officer is assigned to these duties, the questions included under G-1, G-2, G-3, and G-4 of the Division (pages 2-7, 10) will be used in so far as they apply to a unit of this size.

Does it show final protective lines, sectors of fire of machine guns, location of break-through guns, areas covered by trench mortars and 37-mm's., boundaries of adjacent units, reserves, line of departure, strong points, centers of resistance, detached posts, contact groups, munitions distributing points, location of field and combat trains?

f. What scheme is provided for replenishment of ammunition?

g. Does the staff understand the distribution of rations?

h. What is the status of ration supply in the regiment at this time?

i. What are the arrangements for evacuation of prisoners?

j. Location of aid stations?

k. Provision for water?

l. Feeding of troops (kitchens) ?

m. What is the plan of signal communication? Liaison?

n. What are the signals for calling down artillery defensive fires?

o. Are orders issued orally or in written form?

p. Do orders contain scheme of maneuver of employment for each subordinate unit?

q. Is a reserve provided for in every case?

r. What local security measures are indicated?

s. Are Engineer tool wagons and matériel provided, and is their location known? (In case of defense.)

t. What provision is made for utilizing the Air Corps? Have any requests been made for missions?

u. Do any instructions exist as to the display of panels for marking of front lines at stated times?

v. Is full use being made of supporting artillery and tanks?

w. What arrangements have been made for liaison with contact airplanes?

5. SPECIAL FOR CAVALRY.

a. For regiments of cavalry, in addition to the above, the location of led horses should be indicated on the situation map.

b. Location of veterinary aid station.

c. What provision is made for replacement of animals?

- d. What is the status of animals in the regiment as to number present for duty; replacements required?

REGIMENTS—*Artillery*

(Same remarks under General and Regimental Commander apply as indicated under Regiments, Infantry.)

1. S-1, S-2, S-3, S-4, AND COMMUNICATIONS OFFICER.

- a. Is a situation map kept properly posted and up to date?

- b. Is a journal of operations kept; a diary?

- c. What reports are rendered to higher headquarters, and does the staff understand the necessity, purpose and routing of same?

- d. Does the situation map show location and disposition of front-line infantry and of the battalions and batteries of the regiment of artillery? Alternative positions, O.P.'s, C.P.'s?

- e. Is a "possibilities of fire" chart kept?

- f. Are defensive fires indicated on the map; successive concentrations; preparation and counter-preparation; interdiction and harassing fires; provision for fire on transient targets (fleeting)?

- g. Is there a chart showing the current missions of all batteries?

- h. Do charts show supporting fire of corps artillery?

- i. Are concentrations required by the infantry worked out in conjunction with supported infantry units?

- j. What use is being made of the aviation for adjustment of fires?

- k. Are any anti-tank or accompanying guns being utilized?

- l. What provision is made for displacement to the rear and to the front?

- m. Has any reconnaissance been made of routes, positions, etc.?

- n. What is the means of signal communication employed for calling down artillery defensive fires?

- o. What liaison is maintained with supported infantry units?

- p. Are batteries or battalions sufficiently echeloned in depth to carry out their missions in case of a penetration by the enemy?

q. Do members of the artillery staff make close liaison with members of the supported infantry unit staff?

r. What personal reconnaissances are made, and by what members of the staff?

s. Where is the ration distributing point?

(1) When do the batteries draw rations?

(2) What is the status of ration, forage, gas, and oil supply, within the regiment?

t. What is the status of animal supply and replacement?

u. Is the circulation map available and is it understood?

What priority on the roads, if any, has the artillery in displacement?

v. What arrangement exists for the movement of command posts (forward and rear echelons) so as to maintain constant communication with higher and supported units?

SECTION IV

BATTALIONS—*Infantry*

1. BATTALION COMMANDER.

a. Is a situation map being maintained, showing location and disposition of our own troops and those of the enemy?

b. Is information being properly evaluated and sent to the next higher echelon?

c. Does the situation map show centers of resistance, strong points, combat groups, detached posts, scheme of defensive fires as coordinated with the artillery and with adjacent units, boundaries, line of departure, zones of action of C.P.'s, O.P.'s, ammunition distributing point, aid station, combat trains, gassed areas?

d. Does he understand the plan of signal communication?

Means for calling down artillery defensive fires?

e. What local security measures are provided?

f. What contact with adjacent units?

g. What means is provided for giving gas alarms?

Are any sentries provided for this purpose?

h. Does he understand the scheme of maneuver?

SECTION V

BATTALIONS—*Field Artillery*

1. GENERAL.

a. Is a situation map being kept up to date, showing location of all batteries of the battalion, all O.P.'s, C.P.'s, location of battalion combat train, location of artillery ammunition distributing point?

b. Is a "possibilities of fire" chart maintained?

c. Are the batteries of the battalion properly echeloned in depth to carry on their mission in case of a penetration of the front line by the enemy?

d. Does the Battalion Commander know the status of the ammunition supply in his battalion?

e. Has he worked out defensive and supporting artillery fires in conjunction with the supported infantry regimental staff?

Are these fires shown on the chart or map?

f. Does he understand the necessity, purpose, and routing of ammunition reports, artillery information service reports?

g. What reconnaissance, if any, has he made for forward and rear displacement?

h. Does he maintain a chart at all times showing on what missions the batteries of the battalion are employed?

RECORDS AND REPORTS

	Paragraph
Journal -----	1
War diary -----	2
Situation maps -----	3
Section reports -----	4
Administrative orders -----	5

Sources: *Staff Officers' Field Manual*; C.S.L., C. & G.S.S., Chap. II;
A.R. 345-100.

1. JOURNALS.

a. (1) Each general staff section keeps a journal of its activities. This journal contains a brief or reference to important written or oral messages sent or received, and notations of reports, orders, and similar matter pertaining

to the section. All important actions of the officers in the section, particularly absences and returns to the office should be noted, with a brief report of what transpired during the absence. Copies of important papers sent or received are filed as supporting documents with the journal. In brigades and lower units it is not necessary for each section to keep a separate journal. One unit journal, kept by the adjutant or plans and training officer, as directed by the unit commander, will usually be sufficient.

(2) "As the journal is the permanent record of the operations of the section or the unit, entries should be made immediately as the events occur. Original entries should not be altered, but may be supplemented by later entries if necessary. The journal with its supporting documents, is the basis for the diary rendered in accordance with A.R. 345-100."

b. How kept.

(1) The unit journal is kept under the supervision of S-1 or S-3, as directed by the unit commander. A clerk is usually charged with making the entries in the journal, and is especially trained for this important duty.

(2) *Telephone messages.*—When an officer receives or transmits an important message over the telephone, he makes a brief notation of the contents and hands it for entry to the keeper of the journal. Or he may do this orally. The method is not important—but the system, whatever it is, must be such that an entry in the journal is made whenever an important message is received or sent by telephone. The entry made should be a brief summary of the telephone message, together with a brief notation of any action taken as a result of the message.

(3) Written messages.

(a) *INCOMING MESSAGES.*—Whenever a message is received at a unit headquarters it is delivered to the appropriate officer. This officer takes such action as he deems advisable, and then turns the written message, together with such remarks as he thinks necessary, over to the keeper of the journal for entry. The keeper of the journal makes a note in the journal concerning the contents of the message and the action taken, and places the message in the journal file, giving it a file number corresponding to the entry number in the journal.

(b) *OUTGOING MESSAGES.*—Whenever an officer writes out a message, for delivery outside the headquarters, he makes out an original and three carbon copies. He retains a carbon copy and sends the original and one copy to the message center. See "Messages prepared during the exercise."

(4) *Orders.*

(a) ORAL ORDERS.—When an oral order is given, a summary of the order should be entered in the journal.

(b) WRITTEN ORDERS.—Written orders are referred to in the journal and a copy filed in the journal file.

(5) The journal should be kept for the same period as the operation map, and a new journal started at each time that a new operation map is started. Journals and operation maps should be filed together.

2. WAR DIARY.

a. The War Diary is an exact historical record of the unit during every 24 hours of field service conditions. "The diary will contain a detailed contemporaneous account of just what the command did during the period covered, and also such items of military interest as the state of the weather and roads, health of the command, etc. A sketch showing the position of the command at the most important phases of an engagement will be incorporated in the diary or attached thereto as an appendix. Current notes of positions and operations will be kept. Pertinent orders, written messages sent and received, synopsis of oral messages, etc., will be attached as appendices."

* * * * *

The diary will be rendered daily, the day comprising the 24 hours covered by the date.

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"In commands larger than a company, it will be kept by the adjutant or plans and training officer, and may be authenticated by him in the manner prescribed in regulations for correspondence, when so authorized by the commander." (A.R. 345-100.)

b. *How made.*—From the regulations quoted above, it can be seen that there is little difference between a war diary and a unit journal. In actual practice the war diary is made up as follows:

(1) All entries in the journal of any historical value are copied verbatim on the blank forms provided for the war diary. All entries showing what the unit did, and where, when, how, and why should be copied. Any entries which are obviously of no military interest or historical value need not be copied. To this report are added sketches showing where the command was located at important phases of the engagement, and other notes of military interest and historical value. The result should be a clear, concise, and accurate history of the unit during the period covered.

(2) An original and two carbon copies of the war diary will be prepared. All appendices to the unit journal, except those necessary for future reference, will be transferred and appended to the original copy of the war diary. Copies of these appendices which will be necessary for future reference, will be made for the war diary.

c. *Disposition.*—“The original diary (with appendices) and one carbon copy will be sent daily to the next higher commander, who will:

(1) Examine and sign the original and forward it, together with any remarks that may be necessary, directly to The Adjutant General.

(2) Retain and file the carbon copy, unless he is the commander of a battalion that is part of a regiment, in which case he will forward the carbon copy to regimental headquarters for file.

* * * * *

“A carbon copy will always be retained for file in the unit from which rendered.” (A.R. 345-100.)

3. SITUATION MAPS.

a. Situation maps must be kept posted up to date by the section concerned. G-3 (S-3) should show on his map the latest information obtainable concerning our own front lines, our own dispositions, etc. G-2 (S-2) should show on his map, or his part of the combined map, the latest obtainable information of hostile dispositions, installations, etc.

b. These maps should not be posted periodically, but should be posted immediately upon receipt of important information.

4. SECTION REPORTS.

a. Based on available information, each section and all headquarters provided with a staff analogous to the four general staff sections, prepares and submits periodic reports to its commander for approval. Separate or independent units not provided with such a staff submit consolidated reports. These reports are usually submitted at stated intervals, but they may be called for at the close of some phase of operations or at any other time desired by the commander. These reports are supported by such maps and appendices as may be necessary to make a complete record of the existing situation and the operations for the period.

b. After approval by the commander, the Chief of Staff or the Executive assembles the section reports to

form a unit report; after approval these reports are forwarded to the next higher commander.

c. The forms used for section reports should furnish in a clear concise and logical manner, information as to the existing situation from the viewpoint of the section; so that when an estimate of the situation is necessary, no time need to be lost in collecting and arranging data.

d. Every attempt is made to prevent reports from becoming perfunctory. They should contain information that is vital. They should not contain information that tends to relieve the reporting officer from responsibility for the work on which he reports. No reports are called for that can be prepared from the information that is already at hand. Special reports are not called for if the information desired is contained in reports already submitted or that will be submitted soon.

TACTICAL MISTAKES COMMONLY NOTED IN MANEUVERS

1. Failure to connect infantry and artillery in moving situations—to achieve real infantry-artillery teamwork.

2. Infantry put in action too fast, with insufficient reconnaissance, making frontal attacks over open ground with little fire support, and failing to take advantage of the terrain and use of available cover.

3. Commanders, in meeting engagements, reluctant to employ sufficient force at the start to clear up a situation properly.

4. Delay in the issuance of orders and too much time spent in waiting for an ideal situation instead of meeting the existing situation.

5. Ignoring the terrain by remaining on or near the main highway. Movement of rear units forward by jerks along the road exposed to observation, instead of by bounds from cover to cover.

6. Failure to give practical application to the cardinal factors of simplicity and control.

7. Failure by commanders to estimate the situation and strike a proper balance between the necessity for speed and the necessity for method.

8. Piecemeal operations frequently following as the direct result of an academic effort to secure a coordinated attack.

9. Insufficient effort to attain surprise. Obvious methods were usually employed.

10. Commanders and troops ignoring the probable effect of fire, failing to use cover, assembling in groups on the road, failing to conceal themselves from airplanes, and, on the defensive, failing to actually dig entrenchments imperatively called for by the situation.

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BLUE ARMY EXPEDITIONARY FORCE—1932
DAILY REPORTS
1-13 FEBRUARY

REPORTS	DISPOSITION			REMARKS
	Regiment	Brigade	Division	
Journal	1 copy "Unit" Journal	Same as Regiment	1 copy each Sec.	Staff Same as Division
War Diary	3 copies: one, retained; one, next higher Comdr.; one (original) to the A.G. through next higher Comdr.	Same as Regiment	Same as Regiment	Same as Regiment
S-1 } Report G-1 }	Report to Division	To Division*	To Corps	To Army
S-2 } Report G-2 }	General information; daily intelligence, to Brigade	To Division	To Corps	To Army
A.I.S. Report (Artillery information service)	To Brigade	To Corps Artillery (Copy G-2 Division)	To Corps	To Army Chief of Artillery (Copy to G-2 Corps)
S-3 } Report G-3 }	To Brigade	To Division	To Corps	To Army
S-4 } Report G-4 }	To Division Artillery 1 copy to Brigade	To Division*	To Corps	To Army
Ammunition Report, Infantry	Part of S-4 Report; To Division Ord. Officer	Part of S-4 Report; To Division Ord. Officer	To Corps Ord. Officer	Part of G-4 Report; To Army Ord. Officer
Ammunition Report, Artillery	To Brigade Officer	Mun. To Corps Mun. Officer; Copy to G-4 Division	To Corps Mun. Officer	To Army Mun. Officer
				Part of G-4 (S-4) Report

* Submitted only when called for.



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